

Training Opportunities

Training Opportunities are divided into two sections: Functional/Technical Training and Leadership Training.

Functional/Technical Training is designed to assist AL&T Workforce members in completing mandatory acquisition certification training, participating in cross training specific to one of the acquisition career fields to become familiar with or certified in multiple acquisition career fields, or staying current in their career functional areas. This is the training depicted on the first level of the Development Model of the ACDP and is provided primarily by the DAU. DAU is a consortium of DoD education and training institutions that provide mandatory, assignment-specific courses for AL&T Workforce members serving in the 12 acquisition career fields.

After AL&T Workforce members have established a firm functional/technical base, training should be focused on enabling the workforce member to have continuous exposure to leadership skills at appropriate stages throughout their careers. The training under "Leadership" supports this philosophy by providing numerous AAC-funded courses and recommending Armywide training, which is available.

Functional/Technical Training

Functional/Technical Training provides the foundation for acquisition career development. A strong functional/technical background in any of the acquisition career fields is the first step AL&T Workforce members can take to enhance their competitive status. This is the mandatory and desired training necessary to meet the acquisition career field certification standards established in DoD 5000.52-M, "Career Development Program for Acquisition Personnel," and may be obtained through the following sources:

Defense Acquisition University Training: This program provides mandatory training for Level I, II and III certification in all ACFs through the DAU.

Army Acquisition Basic Course (AABC): This course provides a broad spectrum of knowledge pertaining to the materiel acquisition process from a U.S. Army perspective.

Program Management (PM) Training: The functional program management training has been restructured. The new layout for PM training places emphasis on three principal elements: e-learning, case-based training and the program management course for Level III certification training. The new structure distinguishes between those individuals only interested in Level III certification in the Program Management career field and those individuals aspiring to become Project/Product Managers.

SkillSoft (formerly SmartForce): At no cost to the individual or their organization, all active duty soldiers, members of the National Guard or Reserve as well as all Department of the Army civilian employees are authorized to access over 1,500 Information Technology, Business Skills and Interpersonal Skills courses from any location, around the clock (24/7).

All you have to do to use SkillSoft is obtain an Army Knowledge Online (AKO) account at <https://www.us.army.mil/> and complete an Army Training Requirements and Resources System (ATRRS) application at <https://atrrs.army.mil/channels/elearning/smartforce>.

Be sure to browse the SkillSoft Course Catalog at <https://atrrs.army.mil/channels/elearning/smartforce/sfCatalog.pdf> to see available courses.

Gov Online Learning Center: A free and for fee governmentwide resource that supports development of the federal workforce through simplified and one-stop access to high quality e-Training products and services. You can find this resource online at <http://www.golearn.gov>.

Defense Acquisition University

SPECIAL REQUIREMENTS/PREREQUISITES: DAU is a consortium of DoD education and training institutions and organizations that administers various programs that provide mandatory training for Level I, II and III certification in all acquisition career fields, to include assignment-specific and continuous learning courses.

WHO MAY APPLY: Anyone may apply. Priority is given to members of the AL&T Workforce currently serving in an acquisition position.

AL&T Workforce members shall submit applications by applying directly at <https://www.atrrs.army.mil/channels/aitas>. AL&T Workforce members must have the desired DAU training annotated and approved on their automated IDP before an application can be submitted.

Individuals are placed into DAU courses according to the following priorities:

- Priority 1:** Position/Program Requirements. Training required by position or program.
- Priority 2:** Next Level Certification. Training for Level III certification in primary career field.
- Priority 3:** Cross Functional Training. Training in another career field after Level III certification in primary career field.
- Priority 4:** Previously taken or certified. Individuals who previously completed the DAU course or received equivalency. Individuals already certified at the career level and did not previously take the course.
- Priority 5:** Non-acquisition workforce. Individuals who are not in a designated acquisition workforce position. Individuals will be on a space available basis. If selected, individual's command will fund the travel and per diem. No cost for the training.

CANCELLATIONS AND SUBSTITUTIONS: Student cancellations or substitutions should be limited to extreme emergencies. To cancel a confirmed class registration, the student must request a cancellation by going to <https://www.atrrs.army.mil/channels/aitas/> and clicking on "Cancel Reservation/Wait." After the request is completed, it is forwarded to the supervisor for concurrence or nonconcurrence. If the supervisor recommends approval, it is then forwarded to the approval authority for final approval. Students are not canceled until they receive notification from the approval authority. Substitutions can be accomplished using the same process.

LENGTH: Varies

LOCATION: Varies

CLPs: One Continuing Education Unit will equal 10 CLPs dependent upon the curriculum <https://atrrs.army.mil/channels/aitas>.

HOW TO APPLY: Non-acquisition workforce personnel can apply using the Web site and are not required to have an automated IDP. Non-acquisition workforce personnel will be accommodated on a space available basis, Priority 4. If a reservation is made, the individual's command is responsible for funding the travel and per diem.

PROGRAM DATES: Varies according to course and location offered. Information is available through the automated IDP at <https://rda.altess.army.mil/cappmis/idp/idpprod/login.cfm> or at ATRRS Data-on-Demand at <https://atrrs.army.mil/channels/dataondemand>.

Army Acquisition Basic Course (AABC)

Army Logistics Management College

This course is designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; research, development, test and evaluation; financial and cost management; acquisition logistics; software acquisition; force modernization; production management and contract management. Emphasis is placed on providing mid-level managers with a broad and comprehensive education so they can effectively manage any aspect of the materiel acquisition process. Graduates earn DAU equivalencies for: Program Management (ACQ 101/201, PMT 250), Contracting (CON 100/101/104), Information Technology (IRM 101), Life Cycle Logistics (LOG 101), Test and Evaluation (TST 101) and SAM 101.

PREREQUISITES: Commissioned officers should be captains or majors with at least 7 years of active federal commissioned service. Officers must have completed their branch advanced course and must have been accessed for participation in the AAC with a functional area code 51. Non-Commissioned Officers must be in the additional skill identifier G1 program. Civilians must be in the grade range of GS-09 to GS-13 and a member of the AL&T Workforce. All attendees should have a bachelor's degree or higher. Commissioned officers, warrant officers, civilians and non-commissioned officers who fail to meet these prerequisites, but who are assigned to a materiel acquisition position, will be considered for enrollment on a case-by-case basis. Contractor personnel may attend on a space available basis if their government point of contact approves the DD 1556 Form. Allied students must score a minimum of 85 on the English Comprehension Level Examination. Army Reservists and Army civilian employees are eligible to attend this course in 2-week phases. To earn a diploma, all four phases must be successfully completed in their proper sequence. No more than 12 months may lapse between phases. Otherwise, credit for previously completed phases will lapse. Students who opt to complete the AABC in phases may choose to attend either resident or on-site offerings.

MODE AND DURATION: Resident, 8 weeks. AABC is sub-divided into four phases of 2 weeks each.

CLPs: Approximately 440 (1 CLP per hour of classroom instruction)
(Course Catalog Number is: ALMC-QA)

HOW TO APPLY: Civilians:

Contact your local ACM, applications must be submitted through the ATRRS.

Military:

Contact your Assignments Officer at Human Resources Command for details.

If your organization does not have a quota allocation, you may submit your application on a space available basis.

**FOR MORE
INFORMATION:**

Go to http://www.almc.army.mil/hsv/aabc_homepage.htm.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Program Management Office Course-PMT 352

Defense Systems Management College

As a follow-on to ACQ 201 and PMT 250, the Program Management Office Course is the Level III certification course in the program management career field. It is designed to train Level II qualified students to be effective PM Level III leaders by providing analysis, synthesis and evaluative skills needed in a program office. This hybrid course consists of 50 hours of distance learning taken over 60 calendar days, followed by six weeks of classroom work. PMT 352A (distance learning) focuses on key Program Management Office (PMO) knowledge and skills not covered in the prerequisite courses, while PMT 352B features scenario-based practical exercises. The APMC curriculum is based on a set of acquisition management performance outcomes established by the Acquisition Functional Board for Level III certification in the Program Management career field. Subject areas include: lead and contribute to effective teams in a DoD PMO; apply critical-thinking and problem-solving skills to system acquisition problems throughout the life cycle of a defense program; understand, analyze and develop solutions to cost, schedule and performance issues faced in program management and evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives.

- SPECIAL REQUIREMENTS/PREREQUISITES:**
- Fundamentals of Systems Acquisition Management (ACQ 101)
 - Intermediate Systems Acquisition Management (ACQ 201)
 - Program Management Tools course (PMT 250)
 - Secret security clearance

WHO MAY APPLY: Civilian and military members of the AL&T Workforce. All applicants must currently serve in an acquisition position.

LENGTH: PMT 352A - 60 calendar days
PMT 352B - 6 weeks in the classroom

LOCATION: Fort Belvoir, VA

CLPs: 120+300

HOW TO APPLY: Via the ATRRS Internet Training Application System.

FOR MORE INFORMATION: <https://attrrs.army.mil/channels/aitas>.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

The Program Manager's Course-PMT 401

Defense Systems Management College

The Program Manager's Course is an intense, highly integrated 10-week case study based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work and interaction with peers. Course content will rely upon challenges, problems and dilemmas derived from extensive current interviews with Program Managers (PM), Program Executive Officers (PEO) and other stakeholders. The dilemmas will be those the course graduates can expect to confront when they return to their workplace. This course is required for ACAT I, II and IA PMs and Deputy PMs.

SPECIAL REQUIREMENTS/PREREQUISITES:

- Secret security clearance
- Additional requirements/Prerequisites TBD

WHO MAY APPLY: This course is designed expressly for specially selected, Level III certified members of the AL&T Workforce in the grade of GS-14/O-5 or equivalent payband or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO. Candidates must possess the motivation and capability to become leaders of major acquisition programs, integrated product teams and Systems Command/Major Command divisions. All applicants must currently serve in an acquisition position.

LENGTH: 10 weeks in residence only

LOCATION: Fort Belvoir, VA

CLPs: 500

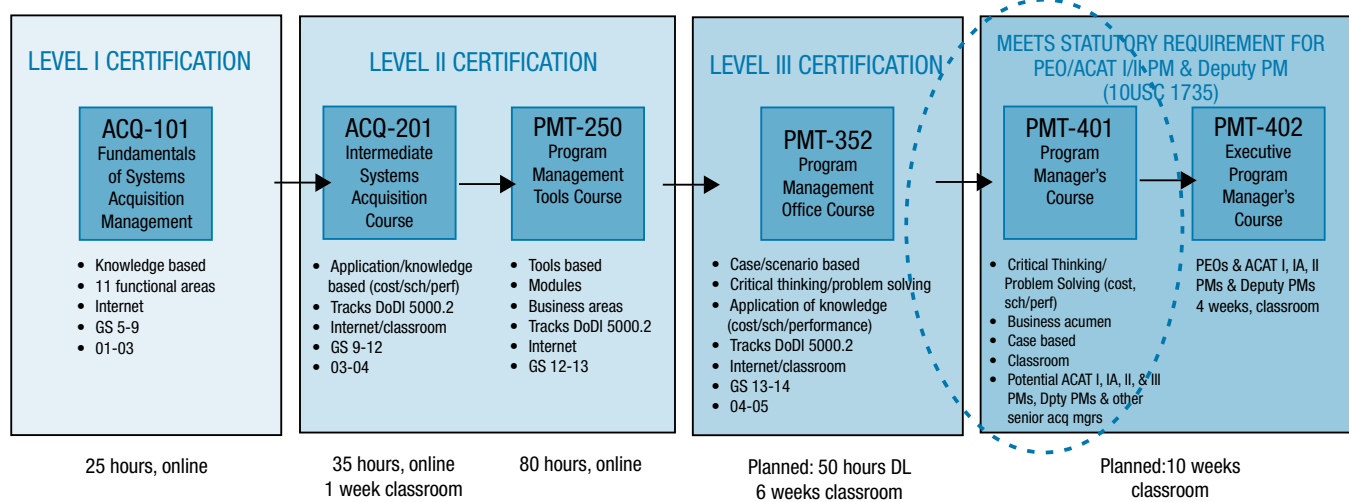
HOW TO APPLY: Military: Contact Rick Yager (703) 325-3127, DSN 221-3127 or e-mail yagerr@hoffman.army.mil.

Civilians: Contact Gloria King (703) 805-1251, DSN 655-1251 or e-mail gloria.king@us.army.mil.

FOR MORE INFORMATION: Go to <http://www.dau.mil>.

PROGRAM DATES: See above Web site for dates.

Program Management Career Track



Free Computer-Based IT Training

Army CIO/G-6 Office e-Learning Computer-Based Training (CBT)

The Army CIO/G-6 Office provides free access to more than 1,500 Web-based information technology (IT), business, and interpersonal skills training opportunities.

The Army's e-Learning environment offers state-of-the-art courses; online subject matter experts and mentors; online meeting rooms and white boards; chat rooms with other students; and a library of technical articles, white papers and recorded seminars conducted by the industry's leading experts.

The Army contracts with SkillSoft (formerly SmartForce) to provide this e-Learning environment. SkillSoft has formed industry partnerships with leading software companies to develop courses to prepare students for project management and IT certification examinations. The IT certification programs include CISSP, Avaya, A+, Network+, iNet+, Server+, IT Project+, MCSE, MCSA, MCAD, MCDBA, MOUS, Novell CNE, Cisco, Oracle and many more.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY: Active Duty, Reserve, National Guard and Defense Acquisition Civilians may take courses for free; Army Retirees and contractors who work for the Army may take courses at a reduced rate.

LENGTH: Varies

LOCATION: Internet and Intranet

CLPs: Course dependent

HOW TO APPLY: You must have an AKO account to register. To obtain an AKO account, go to <https://www.us.army.mil>.

**FOR MORE
INFORMATION
AND ONLINE
REGISTRATION:** First-time users should register at <https://www.atrrs.army.mil/channels/eLearning/smartforce> and use their AKO ID and password to register for courses. Users who have already taken an Army e-Learning course can register online at <http://usarmy.smartforce.com>.

PROGRAM DATES: N/A

Governmentwide Computer-Based IT Training

Gov Online Learning Center

The Gov Online Learning Center is a governmentwide resource that supports developments of the federal workforce through simplified and one-stop access to high quality e-Training products and services. The creation of this Center supports the President's Management Agenda e-Training Initiative. The Gov Online Learning Center will continue to grow with the addition of products and services that meet the common needs of the workforce.

This site is designed as a virtual campus that houses free and for fee training courses and knowledge resources. Forty free courses are offered under the following subjects: communications, customer service, e-learning, human resources, IT security, leadership, legislatively mandated and agency required topics, management, Microsoft Office 2000, personal development, professional development and project management.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Currently, the Gov Online Learning Center gives access to all government employees with a ".gov" or ".mil" e-mail address extension. There are valid federal government employees who do not have a ".gov" or ".mil" e-mail address. If you fall into this category and are currently a federal employee, you can obtain a user ID for the Gov Online Learning Center site by sending an e-mail message to golearn@opm.gov.

LENGTH: Varies

LOCATION: Internet

CLPs: Course dependent

**FOR MORE
INFORMATION
AND ONLINE**

REGISTRATION: New Users can apply at <http://golearn.gov/about/newuser.cfm>.

PROGRAM DATES: N/A

Modeling and Simulation Staff Officer Course (MSSOC)

Modeling & Simulation University

This 5-day course of instruction targets newly assigned military, government civilian, DoD contractor and allied staff officers with little or no modeling and simulation (M&S) experience. The MSSOC provides a broad familiarization with M&S policies, organizations, programs, activities, issues and key players. To date, more than 1,000 MSSOC graduates include representatives from across the M&S functional areas of training, acquisition and analysis, the DoD, Joint staffs, all four Services and a host of allied organizations. Space and Naval Warfare; Air Force Directorate of Command and Control; U.S. Army Test and Evaluation Command; Air Force Operational Test & Evaluation Center; U.S. Army Forces Command; U.S. Special Operations Command; U.S. Army Training and Doctrine Command; Naval Air Systems Command; Marine Corps Combat Development Command; U.S. Joint Forces Command and Joint Simulation System and Joint Program Office are among the many specific organizations that have sent representatives to the MSSOC.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Members of the AL&T Workforce. Active duty military, government civilians and DoD contractors working in some aspect of M&S.

LENGTH:

One week

LOCATION:

Varies

CLPs:

40

HOW TO APPLY:

Contact Paul Murtha ((703) 933-3331 or pmurtha@msiac.dmsoc.mil) or apply online at the education address below.

**FOR MORE
INFORMATION:**

<http://www.education.dmsoc.mil/mssoc.asp>.

PROGRAM DATES:

For the most current dates, please go to the Web site referenced below.

Leadership Training

Based on extensive research of government and private sector executives, the OPM identified those leadership competencies defining the personal and professional attributes determined to be important for successful performance in the Federal sector, irrespective of specific functional assignment. OPM's designation of the leadership competencies organizes them within the five executive core qualifications (ECQs) required of all members of the Senior Executive Service.

The training addressed in the AETE Board-selected leadership and executive management seminars listed in this section focuses on building the OPM competencies essential to career progression and broadening.

Leadership for a Democratic Society Program

Federal Executive Institute



The overarching theme of the program is that federal executives operate within a constitutional framework that provides a unique perspective and set of challenges. Under this broad framework, the Leadership for a Democratic Society program seeks to focus on four sub themes:

- Personal Leadership
- Organizational Transformation
- Policy
- Global Perspectives

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Level III certified civilian members of the AAC who are grades of GS-15/COL and above or the equivalent payband.

LENGTH:

Four-week seminar

LOCATION:

Charlottesville, VA

CLPs:

Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY:

Go to <http://USAASC.army.mil/programs/aete/default.cfm> for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at <https://apps.altess.army.mil/aapds>. Contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at <http://USAASC.army.mil/contact/acms.cfm>.

**FOR MORE
INFORMATION:**

Go to <http://www.leadership.opm.gov/content.cfm>.

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

Program for Senior Executive Fellows (SEF)

Harvard University, JFK School of Government



The academic curriculum, centered on the case method pioneered at Harvard, is rigorous. Cases are based on actual problems, including those submitted by current and previous SEF program participants through the case methods. Participants will receive valuable training and practice in making decisions about real situations. Issues explored include cooperative versus competitive interaction with governmental agencies, political appointees, as well as private sector organizations and individuals. For middle managers, this program builds executive skills in political and public management, negotiation, human resources management, policy making, organizational strategy, communication, ethics and leadership.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Level III certified civilian members of the AAC, grades of GS-13/LTC and above or the equivalent payband.

LENGTH:

4-week seminar

LOCATION:

Cambridge, MA

CLPs:

Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY:

Go to <http://USAASC.army.mil/programs/aete/default.cfm> for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at <https://apps.altess.army.mil/aapds>. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at <http://USAASC.army.mil/contact/acms.cfm>.

**FOR MORE
INFORMATION:**

Go to <http://www.execprog.org/home.asp>.

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

Leadership for Extraordinary Performance

University of Virginia, Darden Executive Education



Examine personal leadership practices that impact performance of others in your organization. Discover a unique approach to enhancing human performance; develop a concrete action plan and experience the opportunity to formulate a bold vision capable of inspiring others to produce exceptional results.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

5-day seminar

LENGTH:

Charlottesville, VA

LOCATION:

Approximately 40 (1 CLP per hour of classroom instruction)

CLPs:

Go to <http://USAASC.army.mil/programs/aete/default.cfm> for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at <https://apps.altess.army.mil/aapds>. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at <http://USAASC.army.mil/contact/acms.cfm>.

HOW TO APPLY:

FOR MORE

INFORMATION:

Go to http://www.darden.virginia.edu/execed/exec_prog.htm.

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

Leadership Development Program

Center for Creative Leadership

The Leadership Development Program (LDP) is designed to offer middle- to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive in their work and personal lives and more effective in leading others to do the same. Participants will:

- Explore three critical questions:
 1. How do my co-workers perceive me as an individual?
 2. Who am I in relation to the work groups in which I am involved?
 3. Who am I in relation to my organization?
- Acquire a better understanding of their strengths and weaknesses, improve their ability to give and receive constructive feedback and develop a leadership style and assess its effectiveness.
- See the connection between their individual impact and effectiveness and that of their work group and organization.
- Leave the program with a plan for translating new skills into actual practice.

SPECIAL REQUIREMENTS: Accepted participants must complete pre-program material several weeks prior to start of class. Material provided by institution upon acceptance to program.

LENGTH: 5 days

LOCATION: Varies

CLPs: Approximately 40 (1 CLP per hour of classroom instruction)

WHO SHOULD APPLY: Experienced managers. Grades GS-13/MAJ or above or equivalent pay band.

HOW TO APPLY: Go to <http://www.ccl.org/programs>.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Weapon Systems Management Course

North Atlantic Treaty Organization (NATO) Armament Program



Special emphasis is on joint activities in the field of procurement and in-service phase of weapons systems by NATO allies. Participants will gain knowledge of international cooperation and management in processing NATO Armament Programs; focus on decisions to be made during each phase of the life cycle and become familiar with the problems experienced by NATO partners in the management of complex projects. Guest speakers from the United States, France, United Kingdom and Germany will present their respective country's acquisition process and organization for developing and producing defense weapons.

SPECIAL REQUIREMENTS/ PREREQUISITES:

The course will be taught in English. Participants should be familiar with the terminology, procedures and regulations used in the field of defense systems management within their service establishment. Participants should also have experience in systems planning or management. Experience in management functions of the various phases of a weapon system's life cycle is advantageous to be able to fully participate in the discussions.

WHO MAY APPLY:

Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

LENGTH: 3 weeks

LOCATION: Ottobrunn, Germany

CLPs: Approximately 120 (1 CLP per hour of classroom instruction)

HOW TO APPLY:

Go to <http://USAASC.army.mil/programs/aete/default.cfm> for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at <https://apps.altess.army.mil/aapds>. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at <http://USAASC.army.mil/contact/acms.cfm>.

PROGRAM DATES: September

Seminar for New Managers: Leading People

Office of Personnel Management/Management Development Center

Here is the perfect opportunity for highly motivated new managers, typically GS-13 and above or equivalent, to learn and hone the essential skills necessary for successful transition into entry-level management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills. Seminar faculty is drawn from the Center, the federal leadership community, universities and the private sector. The faculty uses computer-assisted scenarios, case studies, role-plays, group exercises and other adult learning methods. Leading-edge information on managerial theory and practice is applied to participants' real organizational problems. The seminar uses the Hersey-Blanchard Leadership Model to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, customer service, diversity, problem solving and communication.

- KEY RESULTS:**
- Graduates have new skills to use in accomplishing work through subordinates. They have an enhanced sense of how to adapt leadership style to the diverse backgrounds of the people with whom they work.
 - They better understand the flexibility available to them in managing human resources within the broad framework of the merit system.
 - They return to their agencies with increased enthusiasm for their leadership role and the knowledge and tools to make more confident and effective contributions.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO SHOULD APPLY: New managers typically in their position less than 2 years.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction).

HOW TO APPLY: Go to: <http://www.leadership.opm.gov>.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Management Development Seminar: Leading Organizations

Office of Personnel Management/Management Development Center

In this seminar, experienced managers, typically GS-13/14 or equivalent, step into the world of dynamic thinking, creativity and innovative, results-getting implementation. The seminar is 2 exciting weeks packed with sessions that expose managers to new approaches and processes. Participants will be energized to achieve superior levels of organizational excellence and significantly invigorated in their ability to deal with the day-to-day challenges of their workplace. Managers bring live problems to the seminar. They use them to develop the skills and knowledge needed to deal more effectively with the rapidly changing federal environment. Learning techniques include practical exercises, activities with facilitated debriefings and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies. Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others and create a work environment that values diversity.

- KEY RESULTS:**
- Graduates return to their agencies with new thinking and new ways of managing that lead to greater organizational efficiency and effectiveness in every area of operations.
 - They can diagnose and assess their organization's strengths and weaknesses.
 - They are ready to initiate and manage innovation in a team-based environment that fosters originality, flexibility and reasonable risk-taking.
 - They are better equipped to apply appropriate technology to enhance organizational performance.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO SHOULD APPLY: Mid-level managers typically with 2 or more years of management experience.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: <http://www.leadership.opm.gov>.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Executive Development Seminar: Leading Change

Office of Personnel Management/Management Development Center

This seminar focuses on developmental activities designed to strengthen the ability of senior managers to make sound decisions that lead to meaningful change in critically important areas. Participants strengthen their ability to act strategically, communicate orally in a variety of settings and interact positively with external constituencies. They learn to identify and deal effectively with the internal and external politics that impact their missions and organizations. Managers learn the ins and outs of developing support networks and building alliances and how to do so while maintaining high ethical standards. The most current educational technology is used, including state-of-the-art computer-assisted simulations and other leading-edge learning techniques. Role-playing exercises are videotaped for individual feedback and to critique formal presentations.

- KEY RESULTS:**
- Graduates return to their agencies with significantly enhanced knowledge of techniques and approaches for leading change in areas critical to future mission success.
 - They have enhanced skill at producing results, assuring accountability, building coalitions and communicating effectively. They are better positioned to exert a more businesslike perspective to management, particularly in the financial arena.
 - They can better understand the interrelationship of the legislative, executive and judicial branches in the development of public policy and are highly cognizant of the roles played by special interest groups and the media.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO SHOULD APPLY: Seasoned managers. Grades GS-13/LTC or above or equivalent pay band.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: <http://www.leadership.opm.gov>.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Leadership Potential Seminar

Office of Personnel Management/Management Development Center



This seminar assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are program specialists, typically at GS-11 and above or equivalent, with identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the power of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this dynamic seminar will increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

- KEY RESULTS:**
- Learn the foundations of leadership and how leadership and management are complementary but not interchangeable.
 - Understand the importance of effective followership.
 - Understand the importance of a healthy lifestyle.
 - Acquire the skills of self-leadership.
 - Identify your ethical structure for decision making.
 - Understand situational decision making.
 - Learn the traits necessary for long-term leadership growth.
 - Develop skills in conflict management.
 - Assess and profile current core skill levels.
 - Understand the importance of feedback and develop skill in delivering it.

**SPECIAL
REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: <http://www.leadership.opm.gov>.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.